

**CARF Accreditation Report**  
**for**  
**United Cerebral Palsy Seguin of**  
**Greater Chicago**

**Three-Year Accreditation**



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## About CARF

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit [www.carf.org/contact-us](http://www.carf.org/contact-us).

**Organization**

United Cerebral Palsy Seguin of Greater Chicago  
3100 South Central Avenue  
Cicero, IL 60804

**Organizational Leadership**

Andrea K. Palm, MSW, Director of Quality Assurance  
Joseph Mengoni, President/CEO

**Survey Number**

135769

**Survey Date(s)**

November 8, 2021–November 10, 2021

**Surveyor(s)**

Deborah Antai-Otong, MS, PMHCNS-BC, FAAN, Administrative  
Megan Bergen, Program  
Debbie J. Sirk, MPA, CLC, Program

**Program(s)/Service(s) Surveyed**

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Employment Planning Services  
Adoption (Children and Adolescents)  
Behavioral Consultation (Children and Adolescents)  
Counseling/Outpatient (Children and Adolescents)  
Foster Family and Kinship Care (Children and Adolescents)  
Specialized or Treatment Foster Care (Children and Adolescents)

**Previous Survey**

December 6, 2017–December 8, 2017  
Three-Year Accreditation

**Accreditation Decision**

**Three-Year Accreditation**  
**Expiration: November 30, 2023**

# Executive Summary

This report contains the findings of CARF’s site survey of United Cerebral Palsy Seguin of Greater Chicago conducted November 8, 2021–November 10, 2021. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF’s consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization’s strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

## Accreditation Decision

On balance, United Cerebral Palsy Seguin of Greater Chicago demonstrated substantial conformance to the standards. United Cerebral Palsy Seguin of Greater Chicago (UCP Seguin) provides an array of employment and community services to individuals with disabilities and child and youth services to youth in care. The organization is highly recognized and respected by persons served, their families, board members, funders, employers, community partners, and the community at large for the caliber of its services. It is lauded by entities across the state for the enormous contributions it continues to make and for its leadership in mobilizing resources and access to services. UCP Seguin fosters supportive service delivery and work environments. The organization’s proactive response to the COVID-19 pandemic has involved initiatives focused on mitigating the spread and impact of the virus among the persons served and their families. The proactive manner in which the organization deployed and coordinated the use of technology through numerous community vendors, funders, and contractors early in the pandemic enabled the persons served and their families to continue to receive services and to work in safe, healthy environments. UCP Seguin incorporates the CARF standards in its day-to-day service delivery practices and business functions, and its practices demonstrate continuous quality improvement. Opportunities for improvement include the comprehensiveness and regular review and updating of the cultural competency and diversity plan; the consistent verification of licensure of the workforce with primary sources; the implementation of policies and procedures regarding items brought into the program by visitors; the comprehensiveness of the orientation received by youth in care; the completion of personal safety plans for youth in care, as appropriate; and the expression of goals in the individualized plan in the words of the youth in care. The receptivity of the leadership and staff members to the feedback provided during this survey instills confidence that UCP Seguin possesses the willingness and capacity to bring it into full conformance to the standards.

United Cerebral Palsy Seguin of Greater Chicago appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. United Cerebral Palsy Seguin of Greater Chicago is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

**United Cerebral Palsy Seguin of Greater Chicago has earned a Three-Year Accreditation.** The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

## Survey Details

### Survey Participants

The survey of United Cerebral Palsy Seguin of Greater Chicago was conducted by the following CARF surveyor(s):

- Deborah Antai-Otong, MS, PMHCNS-BC, FAAN, Administrative
- Megan Bergen, Program
- Debbie J. Sirk, MPA, CLC, Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

### Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of United Cerebral Palsy Seguin of Greater Chicago and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.

- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

## **Program(s)/Service(s) Surveyed**

The survey addressed by this report is specific to the following program(s)/service(s):

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Employment Planning Services
- Adoption (Children and Adolescents)
- Behavioral Consultation (Children and Adolescents)
- Counseling/Outpatient (Children and Adolescents)
- Foster Family and Kinship Care (Children and Adolescents)
- Specialized or Treatment Foster Care (Children and Adolescents)

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

## **Representations and Constraints**

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

## **Survey Findings**

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

## Areas of Strength

CARF found that United Cerebral Palsy Seguin of Greater Chicago demonstrated the following strengths:

- UCP Seguin benefits from an outstanding leadership team, whose members advance the growth of the organization and provide the foundation for healthy, safe service delivery and work environments for the persons served and staff members. The organization is an exemplar of advocacy and corporate citizenship, and it is highly respected for the leadership's local and statewide involvement. For example, it is involved with They Deserve More, a statewide collective of families and friends of people with intellectual and developmental disabilities, nonprofit community providers, advocacy organizations, and other entities. The organization's efforts to generate mass advocacy among its stakeholders and across Illinois have led to significant increases in state funding for community services for people with disabilities. Another example of the exceptional caliber of UCP Seguin's leadership team is its proactive response during challenging times, particularly the COVID-19 epidemic, when it identified opportunities for and implemented groundbreaking efforts to mitigate repercussions of the virus; maintain strong relationships between staff members and persons served; and sustain the health of the workforce, persons served, and overall community.
- UCP Seguin is commended for its commitment to expanding services to address Illinois' waiting list and for specifically focusing on serving individuals who have been overlooked and have not proportionately been served. Expansion into DuPage County, with its growing Latinx population, has been a primary organizational focus that is reflected in the opening of four residences and two additional community day services sites.
- UCP Seguin has the distinction of being the first organization in Illinois to be accredited by Praesidium, an accrediting body that focuses on minimizing risks associated with abuse and neglect. UCP Seguin embraces the minimization of these risks through its interviewing and hiring practices and by modifying the physical spaces in its programs to ensure interior visibility.
- UCP Seguin embraces succession planning at each organizational level. It recently demonstrated strong succession planning when the CEO partially retired and a new CEO and COO were identified and hired. Leadership development activities are conducted in conjunction with staff members interested in acquiring additional skills in preparation for leadership positions.
- The value UCP Seguin places on fostering a culture of inclusivity was evidenced in the recent hiring of a director of diversity, equity, and inclusion. This action further strengthened the organization's already commendable advocacy efforts with respect to the rights and privacy of the persons served. In addition, an expert culture consultant was engaged to lead the conduct of an organizational culture survey.
- UCP Seguin is complimented for recently hiring a vice president of strategy with responsibility for advancing the integration of technology throughout the organization. The organization's assistive technology program enables UCP Seguin to access all aspects of technology for the benefit of the persons served.
- Leadership and staff members are professionals who provide heartfelt care and support to the persons served and their families. The quality and consistency of their work are reflective of and essential to UCP Seguin's compassionate approach to service delivery. Staff members indicated that they are an essential part of the organization's programs and are contributors to its development. They share a strong sense of pride in their work and in the overall work of the organization.
- The caliber of supervision provided to direct care staff members by managers, the clinical psychologist, and directors is testament to their personal and professional commitment to the overall well-being of the personnel. Their exceptional efforts to provide opportunities for the education and development of each staff member are

evident in the quality of the verbal and written communication skills they employ in giving and receiving constructive feedback and in the respect, consideration, and compassion they show each staff member. Their commitment to ongoing professional development, to their professions, and to guiding direct care staff members to utilize the supervision they receive as opportunities for growth and improvement is unwavering.

- Staff members at every level of UCP Seguin are models of professional demeanor, commitment, energy, and creativity. They are considered the organization’s most outstanding resource. They embrace and take pride in the teamwork process and keep the needs of the persons served foremost in consideration at all times. Staff members’ compassion, motivation, and soulfulness are manifested in all aspects of the services and supports they provide.
- UCP Seguin is commended for entering into an innovative partnership with a national organization to develop and deliver services that provide retention supports for the organization’s employees who are neurodiverse.
- UCP Seguin’s use of information technology to support the needs of the persons served in its service delivery and business functions is impressively advanced and highly valued. Its strategic planning and development practices enhance its ability to implement technology that automates the organization’s clinical and business practices.
- UCP Seguin’s foster homes provide safe, loving environments for the youth in care. The outstanding one-on-one attention and the levels of care that the organization provides to foster families are critical to the successes it has achieved in this arena. Whether securing the best, most appropriate placement that provides “just the right environment for the youth in care” or going the extra mile to ensure that supports are in place to facilitate the positive life outcomes of reunification, adoption, or experiences of adulthood, the organization consistently goes above and beyond to ensure that youth in care experience success. Foster families served by the organization expressed high levels of satisfaction with the staff members and services. They stated that staff members offer them a support system. They also indicated that staff members are compassionate, help them problem solve, and guide their self-advocacy efforts. Staff members are commended for their commitment to providing high-quality services and supports that facilitate positive outcomes for the youth in care.
- The organization invests in employment opportunities for persons served through Seguin Enterprises, which includes the Seguin Auto Center and Seguin Gardens & Gifts. These clean, modern, and safe operations provide jobs in which the persons served take pride.
- The training curriculum designed to expose job seekers to typical workplace expectations is a product of UCP Seguin’s innovative and forward-thinking staff members, who are closely attuned to the persons served.
- Employers characterized UCP Seguin’s staff members as approachable, empathetic, well qualified, and skilled at providing services that lead to positive outcomes for all stakeholders. An employer stated, “They really came through for me with labor during the pandemic.” This quote demonstrates how people with disabilities can be a big part of the solution to the labor shortage associated with the COVID-19 pandemic and how UCP Seguin is making that happen.

## Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of “aspiring to excellence.” This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.



In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate nonconformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

## **Section 1. ASPIRE to Excellence®**

### **1.A. Leadership**

#### **Description**

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

#### **Key Areas Addressed**

- Leadership structure and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

#### **Recommendations**

**1.A.5.b.(3)**

**1.A.5.b.(4)**

**1.A.5.b.(5)**

**1.A.5.c.**

**1.A.5.d.**

UCP Seguin demonstrates a strong commitment to creating and maintaining an environment that supports cultural competency and diversity. It is recommended that its cultural competency and diversity plan be expanded to include the consideration of gender and sexual orientation. The plan should also more comprehensively consider spiritual beliefs. It is recommended that the plan consistently be reviewed at least annually for relevance and updated as needed.

## 1.C. Strategic Planning

### Description

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

### Key Areas Addressed

- Environmental considerations
- Strategic plan development, implementation, and periodic review

### Recommendations

There are no recommendations in this area.

## 1.D. Input from Persons Served and Other Stakeholders

### Description

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

### Key Areas Addressed

- Collection of input from persons served, personnel, and other stakeholders
- Integration of input into business practices and planning

### Recommendations

There are no recommendations in this area.

## 1.E. Legal Requirements

### Description

CARF-accredited organizations comply with all legal and regulatory requirements.

### Key Areas Addressed

- Compliance with obligations
- Response to legal action
- Confidentiality and security of records

### Recommendations

There are no recommendations in this area.

## 1.F. Financial Planning and Management

### Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

### Key Areas Addressed

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Review/audit of financial statements
- Safeguarding funds of persons served, if applicable

### Recommendations

There are no recommendations in this area.

## 1.G. Risk Management

### Description

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to their people, property, income, goodwill, and ability to accomplish goals.

### Key Areas Addressed

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

### Recommendations

There are no recommendations in this area.

## 1.H. Health and Safety

### Description

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

### Key Areas Addressed

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

## Recommendations

There are no recommendations in this area.

## Consultation

- It is suggested that UCP Seguin revise its checklist for comprehensive health and safety self-inspections to include fields for recommendations for areas needing improvement and actions taken to respond to the recommendations.

## 1.I. Workforce Development and Management

### Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioral expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that center on enhancing the lives of persons served.

### Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of backgrounds/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

### Recommendations

#### 1.I.4.a.(2)(a)

UCP Seguin should consistently implement written procedures that address verification of the credentials of all applicable workforce, including licensure, with primary sources. The organization might benefit from developing a system for tracking licensure/certification renewals.

## 1.J. Technology

### Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

## **Key Areas Addressed**

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Provision of information related to ICT, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

## **Recommendations**

There are no recommendations in this area.

## **1.K. Rights of Persons Served**

### **Description**

CARF-accredited organizations protect and promote the rights of all persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

### **Key Areas Addressed**

- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

### **Recommendations**

There are no recommendations in this area.

## **1.L. Accessibility**

### **Description**

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

### **Key Areas Addressed**

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

### **Recommendations**

There are no recommendations in this area.

## 1.M. Performance Measurement and Management

### Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

### Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan
- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

### Recommendations

There are no recommendations in this area.

## 1.N. Performance Improvement

### Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

### Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

## Recommendations

There are no recommendations in this area.

# Section 2. Quality Individualized Services and Supports

## Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

## 2.A. Program/Service Structure

### Description

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

### Key Areas Addressed

- Services are person centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes
- Documented scope of services shared with stakeholders
- Service delivery based on accepted field practices
- Communication for effective service delivery
- Entrance/exit/transition criteria

### Recommendations

There are no recommendations in this area.

### Consultation

- The organization has developed entrance, transition, and exit criteria for the programs/services seeking accreditation. It is suggested that the criteria specific to its employment programs be enhanced to include employment-specific items, such as the ability to produce documents required to demonstrate eligibility to work in the United States.

## 2.B. Individual-Centered Service Planning, Design, and Delivery

### Description

Improvement of the quality of an individual's services/supports requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations and desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

### **Key Areas Addressed**

- Services are person centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes

### **Recommendations**

There are no recommendations in this area.

## **2.D. Employment Services Principle Standards**

### **Description**

An organization seeking CARF accreditation in the area of employment services provides individualized services and supports to achieve identified employment outcomes. The array of services and supports may include:

- Identification of employment opportunities and resources in the local job market.
- Development of viable work skills that match workforce needs within the geographic area.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources and supports to achieve and maintain employment.
- Coordination of and referral to employment-related services and supports.

The organization maintains its strategic positioning in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

Some examples of the quality results desired by the different stakeholders of these services and supports include:

- Individualized, appropriate accommodations.
- A flexible, interactive process that involves the person.
- Increased independence.
- Increased employment options.
- Timely services and reports.
- Persons served obtain and maintain employment consistent with their preferences, strengths, and needs.
- Person served obtains a job at minimum wage or higher and maintains appropriate benefits.
- Person served maintains the job.

### **Key Areas Addressed**

- Goals of the persons served
- Community resources available
- Personnel needs of local employers
- Economic trends in the local employment sector

### **Recommendations**

There are no recommendations in this area.



## Section 3. Employment Services

### Description

An organization seeking CARF accreditation in the area of employment services assists the persons served through an individualized person-centered process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase person served, this may also include family served, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

### 3.A. Employment Planning Services (EPS)

#### Description

Employment planning services are designed to assist a person seeking employment to learn about employment opportunities within the community and to make informed decisions. Employment planning services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on the person's preferences, strengths, abilities, and needs. Services begin from a presumption of employability for all persons and seek to provide meaningful information related to planning effective programs for persons with intervention strategies needed to achieve the goal of employment.

Employment planning uses some type of employment exploration model. This may involve one or more of the following:

- Situational assessments.
- Paid work trials.
- Job tryouts (may be individual, crew, enclave, cluster, etc.).
- Job shadowing.
- Community-based assessments.

- Simulated job sites.
- Staffing agencies/temporary employment agencies.
- Volunteer opportunities.
- Transitional employment.

Some examples of quality outcomes desired by the different stakeholders of these services include:

- Work interests are explored and identified.
- Recommendations for employment options are appropriate.
- Employment planning reports lead to job goals.
- Transferable work skills and employment barriers are identified.
- Benefits planning is included.
- Services are timely in their delivery.
- Services are cost-effective.
- Individuals served understand recommendations that are made.
- Individuals served identify desired employment outcomes.

### **Key Areas Addressed**

- Employment opportunities within the community
- Informed decision making by participants
- Referrals to services to implement employment plan

### **Recommendations**

There are no recommendations in this area.

## **3.G. Community Employment Services (CES)**

### **Description**

Community employment services assist persons to obtain successful community employment opportunities that are responsive to their choices and preferences. Through a strengths-based approach the program provides person-directed services/supports to individuals to choose, achieve, and maintain employment in integrated community employment settings.

Work is a fundamental part of adult life. Individually tailored job development, training, and support recognize each person's employability and potential contribution to the labor market. Persons are supported as needed through an individualized person-centered model of services to choose and obtain a successful employment opportunity consistent with their preferences, keep the employment, and find new employment if necessary or for purposes of career advancement.

Such services may be described as individualized competitive employment, individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups in the community, community-based SourceAmerica® contracts, and other business-based work groups in community-integrated designs. In Canada, employment in the form of bona fide volunteer placements is possible.

Individuals may be paid by community employers or by the organization. Employment is in the community.

The following service categories are available under Community Employment Services (please refer to the program descriptions and applicable standards):

- Job Development (CES:JD)
- Employment Supports (CES:ES)

If an organization provides only Job Development or Employment Supports, then it may be accredited for only that service. If it is providing both Job Development and Employment Supports, then it must seek accreditation for both. If any clarification is needed, please contact your CARF resource specialist. There is no charge for consultation.

Note: In making the determination of what an organization is actually providing in comparison to these service descriptions, these factors are considered: the mission of the services, the program descriptions, brochures and marketing image for these services, and the outcomes of the services.

Depending on the scope of the services provided, some examples of the quality outcomes desired by the different stakeholders of these services include:

- Persons obtain community employment.
- Persons obtain individualized competitive employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Transition-age youth move directly from their educational environment into community employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

Job Development (CES:JD): Successful job development concurrently uses assessment information about the strengths and interests of the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level, such as support for a self-directed job search.

Employment Supports (CES:ES): Employment support services promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job. The level of employment support services is individualized to each employee and the complexity of the job.

Often supports are intensive for the initial orientation and training of an employee with the intent of leading to natural supports and/or reduced external job coaching. However, some persons may not require any employment supports at the job site; others may require intensive initial training with a quick decrease in supports, while some will be most successful when long-term supports are provided.

Supports can include assisting the employee with understanding the job culture, industry practices, and work behaviors expected by the employer. It may also include helping the employer and coworkers to understand the support strategies and accommodations needed by the worker.

Supports are a critical element of the long-term effectiveness of community employment. Support services address issues such as assistance in training a person to complete new tasks, changes in work schedule or work promotion, a decrease in productivity of the person served, adjusting to new supervisors, and managing changes in nonwork environments or other critical life activities that may affect work performance. Routine follow-up with the employer and the employee is crucial to continued job success.

### **Key Areas Addressed**

- Integrated employment choice
- Integrated employment obtainment
- Employment provided in regular business settings
- Integrated employment retention
- Provides career advancement resources

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- UCP Seguin is dedicated to providing community integrated competitive employment to the persons served. Persons served often express concerns to staff members regarding the loss of their benefits, particularly Supplemental Security Income and Social Security Disability Insurance. To address these concerns more directly, the organization might consider investing in training one or two career specialists to become certified work incentive specialists. This could ease the worries of the persons served and ensure that they are able to make fully informed choices regarding their employment options.
- Numerous highly satisfied, open-minded, inclusive employers have hired many persons served as supported employees. They spoke positively of the persons served and the excellent supports provided by UCP Seguin's employment specialists. The organization might consider developing a formal marketing campaign using the filmed testimony of employers to showcase their efforts.
- Staff members are uniquely qualified to provide a multitude of supports to employers in the region. It is suggested that the barriers with which they are intimately knowledgeable be addressed in the organization's cultural competency and diversity plan. The organization is also encouraged to develop more formal diversity training to offer to employers, including those who employ its graduates and those that do not.

**2021 Child and Youth Services standards were also applied during this survey. The following sections of this report reflect the application of those standards.**

## **Section 2. General Program Standards**

### **Description**

For an organization to achieve quality services, the philosophical foundation of child- and family-centered care practices must be demonstrated. Children/youth and families are involved in the design, implementation, delivery, and ongoing evaluation of applicable services offered by the organization. A commitment to quality and the involvement of the persons served span the entire time that they are involved with the organization. The service planning process is individualized, establishing goals and objectives that incorporate the unique strengths, needs, abilities, and preferences of the person served. The persons served have the opportunity to transition easily through a system of care.

The guiding principles include:

- Services that are child/youth and family driven.
- Promotion of resiliency.
- Cultural and linguistic competence.
- Strengths-based approach.
- Focus on whole person in context of family and community.
- Trauma-informed

### **2.A. Program/Service Structure**

#### **Description**

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

The organization, where appropriate, provides information to the child/youth served and in collaboration with the parent(s) and/or legal representative.

Child- and family-centered care includes the following:

- Recognition that, when possible, the family is the constant in the child's/youth's life, while the service systems and personnel within those systems fluctuate.
- Facilitation of family-professional collaboration at all levels of care.
- Sharing of unbiased and complete information about a child's/youth's care on an ongoing basis, in an appropriate and supportive manner.
- Implementation of appropriate policies and programs that are comprehensive and provide necessary support to meet the needs of children/youth and families.
- Recognition of child/youth and family strengths and individuality and respect for different methods of coping.
- Understanding and incorporating the developmental needs of children/youth and families into service systems.
- Assurance that the design of health and social service delivery systems is flexible, accessible, and responsive to the needs of children/youth and families.

## Key Areas Addressed

- Written plan that guides service delivery
- Team composition
- Team member responsibilities
- Developmentally appropriate surroundings and equipment
- Crisis intervention provided
- Medical consultation
- Services relevant to diversity
- Qualifications and competency of direct service staff
- Family participation
- Relevant education
- Collaborative partnerships
- Child/youth/family role in decision making
- Clinical supervision
- Assistance with advocacy and support groups
- Effective information sharing
- Arrangement or provision of appropriate services
- Gathering customer satisfaction information

## Recommendations

2.A.21.a.(1)(c)

2.A.21.a.(2)(a)

2.A.21.a.(2)(b)

2.A.21.a.(2)(c)

2.A.21.a.(2)(d)

2.A.21.b.(1)

2.A.21.b.(2)

The program is urged to implement policies and procedures that address the handling of items brought into the program by visitors, including illegal drugs, legal drugs, prescription medication, and weapons. The program should also implement policies and procedures that address the use of tobacco products in all locations and vehicles owned or operated by the organization.

## Consultation

- It is suggested that UCP Seguin develop program descriptions that, rather than solely being its state contracts, are documents that provide the youth in care, their families/support systems, referral sources, payers and funding sources, other stakeholders, and persons inquiring about services with relevant information in a more understandable format in terms of what each program/service has to offer. The information could also help persons inquiring about services to more efficiently determine whether the organization could meet their needs.

## 2.B. Screening and Access to Services

### Description

The process of screening and assessment is designed to determine a person's eligibility for services and the organization's ability to provide those services. A person-centered assessment process helps to maximize opportunities for the persons served to gain access to the organization's programs and services. Each person served is actively involved in, and has a significant role in, the assessment process. Assessments are conducted in a manner that identifies the historical and current information of the person served as well as the person's strengths, needs,

abilities, and preferences. Assessment data may be gathered through various means including face-to-face contact, telehealth, or written material; and from various sources including the person served, the person's family or significant others, and external sources.

### **Key Areas Addressed**

- Policies and procedures defining access
- Primary assessment
- Waiting list criteria
- Interpretive summary
- Orientation to services

### **Recommendations**

**2.B.7.c.**

**2.B.7.e.(1)(c)**

**2.B.7.e.(1)(d)**

**2.B.7.e.(1)(e)**

**2.B.7.e.(2)(c)**

**2.B.7.e.(2)(d)(i)**

**2.B.7.e.(2)(d)(ii)**

**2.B.7.e.(2)(d)(iii)**

**2.B.7.e.(2)(d)(iv)**

**2.B.7.e.(3)(a)**

**2.B.7.e.(3)(b)**

**2.B.7.e.(3)(c)**

**2.B.7.e.(5)(a)**

**2.B.7.e.(5)(d)**

**2.B.7.e.(7)**

**2.B.7.f.**

Each youth admitted to services should receive an orientation that is documented and includes the program's access to after-hour services, code of ethics, and philosophy of behavioral interventions. The orientation should also include an explanation of the ways in which input is given; the information that may be used for research, billing, reporting, and evaluation; and the administrative criteria. When applicable, it should also include a description of the purpose and process of the assessment, how the individualized plan will be developed, and the participation of the youth in care in goal development and achievement. Furthermore, the orientation should include the program's policies, when applicable, regarding the use of seclusion or restraint and prescription medication brought into the program. The orientation should also include information regarding transition criteria and procedures and should familiarize the youth in care with health and safety aspects of the premises, when applicable. Although UCP Seguin does a good job of orienting foster families, it is encouraged to enhance its handbook for youth in care to address all elements of the associated CARF standard. It might also consider developing other orientation formats, such as making a video, using a tablet, or employing other means that could provide the information in an understandable manner to youth in care.

## **2.C. Individualized Plan**

### **Description**

Each person served is actively involved in and has a significant role in the individual planning process and determining the direction of the individualized plan. The individualized plan contains goals and objectives that incorporate the unique strengths, needs, abilities, and preferences of the persons served, as well as identified challenges and potential solutions. Individualized plans consider the significance of traumatic events. The

individualized plan may also be referred to as a person-centered plan, service plan, treatment plan, case plan, or plan of care. In programs that serve young children, or families as a unit, the plan is often family focused rather than focused on a specific child.

### **Key Areas Addressed**

- Participation of child/youth in preparation of individual plan
- Components of individual plan
- Co-occurring disabilities/disorders
- Content of program notes

### **Recommendations**

#### **2.C.2.a.(1)**

The individualized plan should include goals that are expressed in the words of the youth in care.

#### **2.C.3.a.(1)**

#### **2.C.3.a.(2)**

#### **2.C.3.a.(3)(a)**

#### **2.C.3.a.(3)(b)**

#### **2.C.3.a.(3)(c)**

#### **2.C.3.a.(3)(d)**

#### **2.C.3.a.(3)(e)(i)**

#### **2.C.3.a.(3)(e)(ii)**

#### **2.C.3.b.**

It is recommended that, when the assessment identifies risk factors are present for suicide, violence, or other behaviors of concern, a personal safety plan be completed with the youth in care as soon as possible that includes triggers, current coping skills, warning signs, actions to be taken to respond to identified risks, and preferred interventions necessary for personal safety and public safety. The safety plan should be updated as needed.

## **2.D. Transition/Discharge**

### **Description**

Transition, continuing care, or discharge planning assists the persons served to move from one level of care to another within the organization or to obtain services that are needed but are not available within the organization. The transition process is planned with the active participation of each person served. Transition may include planned discharge, placement on inactive status, movement to a different level of service or intensity of contact, reunification, re-entry in a juvenile justice system, or transition to adulthood.

The transition plan is a document that is developed in collaboration with and for the person served, family, and other interested persons who have participated with the individual in services. It is meant to be a plan that the person served uses when leaving the program to identify important supports and actions to prevent the need to return to the program or other higher level of care.

A discharge summary is a document written by the program when the person leaves the program (planned or unplanned) and includes information about the person's progress while in the program, including the completion of goals. It is a document that is intended for the record of the person served and released, with appropriate authorization, to describe the course of services that the organization provided and the response by the person served.



Just as the assessment is critical to the success of treatment, transition services are critical for the safety and support of the individual's ongoing well-being. The program takes a proactive approach to follow-up with persons served after discharge to gather information related to their post discharge status and to assist in determining the effectiveness of services and whether additional services were or are currently needed.

### **Key Areas Addressed**

- Transition/discharge planning
- Components of transition plan
- Follow-up after program participation

### **Recommendations**

There are no recommendations in this area.

## **2.G. Records of the Person Served**

### **Description**

A complete and accurate record is developed to ensure that all appropriate individuals have access to relevant clinical and other information regarding each person served.

### **Key Areas Addressed**

- Authorization for release of information
- Timeframes for entries to records
- Individual record requirements
- Duplicate records

### **Recommendations**

There are no recommendations in this area.

## **2.H. Quality Records Review**

### **Description**

The program has systems and procedures that provide for the ongoing monitoring of the quality, appropriateness, and utilization of the services provided. This is largely accomplished through a systematic review of the records of the persons served. The review assists the program in improving the quality of services provided to each person served.

### **Key Areas Addressed**

- Focus of quarterly review
- Use of information from quarterly review

### **Recommendations**

There are no recommendations in this area.

## Section 3. Core Program Standards

### 3.A. Adoption

#### Description

Adoption programs are inclusive of open, closed, customary, and international adoptions as well as other permanent custody or care arrangements and provide children/youth with legal and social stability. Customary adoption is a traditional indigenous practice recognized by some native communities that gives a child/youth a permanent parent-child relationship with someone other than the child's/youth's birth parent(s). Adoption programs ideally provide continuity of life-long relationships and maintain cultural identity.

The adoption program promotes the active participation of all affected by the permanent placement, including the foster family, birth family, extended family, adoptive family, child/youth, advocate, caregivers, members of indigenous or other communities of origin, or other individuals who are significant to the child/youth. Services are based on the best interests of the child/youth.

Programs can be delivered by public or indigenous child/youth welfare authorities, private licensed agencies, or licensed individuals.

Signatories to the UN Convention on the Rights of the Child must meet the identified requirements. These organizations must ensure that the child's/youth's fundamental right to identity, family, and culture is addressed. When applicable, programs must also conform to the requirements of the Indian Child Welfare Act, Adoption and Safe Families Act, Multi-Ethnic Placement Act, Interethnic Adoption Provisions Act, Fostering Connections, Hague Convention, and the Act to Promote Safe and Stable Families, as well as all other applicable regulatory requirements.

#### Key Areas Addressed

- Promotion of the active participation of birth, foster, and adoptive families and of the children and youth served
- Assessments for selection of adoptive families
- Recruitment practices for adoptive families
- Training for adoptive families
- Placement and matching for the child/youth served with adoptive family
- Post adoption services

#### Recommendations

There are no recommendations in this area.

### 3.C. Behavioral Consultation

#### Description

In behavioral consultation programs emphasis is placed on the reduction or elimination of problematic behaviors. The focus of the program is to replace inappropriate behaviors with positive behaviors or increase the ability of the person served to express more effective and appropriate behaviors. Behavioral strategies are used to teach the person other means to deal with targeted behaviors and the environment to ensure that inappropriate behaviors are discouraged and positive behaviors are learned and maintained. This may include services to young children with autism spectrum disorders (ASD) or behaviors symptomatic of ASD, persons with eating disorders, or those who exhibit self-injurious behaviors.

### **Key Areas Addressed**

- Skill/knowledge of personnel
- Family support
- Team meetings
- Problem behaviors
- Behavioral assessment input
- Monitoring of strategies

### **Recommendations**

There are no recommendations in this area.

## **3.J. Counseling/Outpatient**

### **Description**

Counseling/outpatient programs provide culturally and linguistically appropriate services that include, but are not limited to, individual, group, and family counseling and education on wellness, recovery, and resiliency. These programs offer comprehensive, coordinated, and defined services that may vary in level of intensity. Counseling/outpatient programs may address a variety of needs, including, but not limited to, situational stressors, family relations, interpersonal relationships, behavior management, mental health issues, life span issues, psychiatric illnesses, substance use disorders and other addictive behaviors, and the needs of victims of abuse, neglect, domestic violence, or other traumas.

### **Key Areas Addressed**

- Service modalities
- Evidence-based practice

### **Recommendations**

There are no recommendations in this area.

# **Section 4. Core Residential Program Standards**

## **4.C. Foster Family and Kinship Care**

### **Description**

Foster/kinship care is provided under a contract or agreement for the placement of a child/youth in a family setting outside the birth or adoptive family home. Foster/kinship care is provided to a child/youth who has been removed from the home and placed within a family setting temporarily until the child/youth can be reunified with the family or until it has been determined that another family-type setting or living environment is in the best interest of the child/youth. The courts are often involved in establishing this relationship.

Foster/kinship care is comprehensive and establishes a system of supports and services for the child/youth, the family of origin, and the foster/kinship family. Programs assist foster and/or kinship families to recognize their strengths and abilities to effect change for the child/youth and family in order to establish stability in the life of the child/youth. Foster/kinship care may include relative care, preadoption placements, or care in parent/counselor homes. In Canada this would include programs such as out-of-home care options and general foster care homes.

## **Key Areas Addressed**

- Advocacy
- Provider training
- Permanency planning
- Needs of child/youth
- Foster family requirements

## **Recommendations**

There are no recommendations in this area.

## **4.F. Specialized or Treatment Foster Care**

### **Description**

Specialized or treatment foster care programs use a community-based treatment approach for children/youth with emotional and/or behavioral issues. Children/youth who participate in the program may also have documented reports of maltreatment, involvement with juvenile justice, and/or co-occurring disorders. Intensive, clinically based treatment that is child/youth centered and family focused is delivered through an integrated team approach that individualizes services for each child/youth. Treatment foster parents are trained, supervised, and supported by program personnel and they fulfill a primary role in therapeutic interventions. Program personnel monitor the child's/youth's progress in treatment and provide adjunctive services in accordance with the individualized plan and program design. The program's goal is to provide clinically effective treatment to children/youth so they may return to their family or alternative community placement and avoid being removed from a community setting or placed in an inpatient or residential treatment setting.

The program may also be called intensive foster care, therapeutic family services, or therapeutic foster care.

## **Key Areas Addressed**

- Advocacy
- Training of specialized providers
- Referral network
- Organization responsibilities
- Clinical supervision

## **Recommendations**

There are no recommendations in this area.

# Program(s)/Service(s) by Location

## **United Cerebral Palsy Seguin of Greater Chicago**

3100 South Central Avenue  
Cicero, IL 60804

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Employment Planning Services  
Adoption (Children and Adolescents)  
Behavioral Consultation (Children and Adolescents)  
Counseling/Outpatient (Children and Adolescents)  
Foster Family and Kinship Care (Children and Adolescents)  
Specialized or Treatment Foster Care (Children and Adolescents)

## **Seguin Auto Market Place**

5601 West Ogden Avenue  
Cicero, IL 60804

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Employment Planning Services

## **Seguin Gardens and Gifts**

5621 West 31st Street  
Cicero, IL 60804

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Employment Planning Services

## **UCP Seguin Infinitec Southwest - The Rubloff Building**

7550 183rd Street  
Tinley Park, IL 60477

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Employment Planning Services  
Adoption (Children and Adolescents)  
Behavioral Consultation (Children and Adolescents)  
Counseling/Outpatient (Children and Adolescents)  
Foster Family and Kinship Care (Children and Adolescents)  
Specialized or Treatment Foster Care (Children and Adolescents)